

Memorandum

Date: 14th of July 2014

To: Jessica Faieta
Director
Bureau for Latin America and the Caribbean

From: Freddy Justiniano
Director a.i.
Regional Service Center for Bureau for Latin America and the Caribbean

Subject: Request for Direct Implementation authorization for the Regional Project "Evidence-Based Information Management for Citizen Security in Central America"

I am pleased to request your consideration and approval of the Direct Implementation (DIM) authorization for the Regional Project "**Evidence-Based Information Management for Citizen Security in Central America**" funded by USAID. Atlas Project Number 00080822 – from September 2014 until August 2017.

Brief description and objectives of the project

The project Evidence-Based Information Management for Citizen Security in Central America aims to strengthen evidence-based policy making by improving the quality and comparability of regional citizen security statistics and increasing regional coordination and collaboration on effective citizen security strategies in El Salvador, Guatemala, Honduras, Panamá, Belize, Costa Rica, the Dominican Republic and Nicaragua. This project aims to result in significant improvement of the quality of the evidence-based information managed in Central America on citizen security, providing regular, periodic and confident high standard data for decision makers.

The project will achieve two outcomes: Strengthen evidence-based policy making; and, Strengthen capacity to analyze and inform citizen security policy decisions. These outcomes will be achieved by: (1) improving regional and national institutional capacity to collect, monitor, and process security information and apply it to decision-making and policy formulation at both levels; (2) building civil society capacity to collect, analyze, and process citizen security data and monitor citizen security policies and programs; and, (3) supporting regional knowledge management to enhance knowledge and understanding of root causes of violence and insecurity and promote successful citizen security policies and practices.

Project deliverables will include: comprehensive gender-sensitive citizen security indicators and baselines, databases of information sources, technical factsheets and protocols for data analysis, surveys and workshops, strengthened inter-institutional coordination mechanisms and capacities, and guidelines and methodologies for data analysis and policy formulation.



The project will build on UNDP's more than 20 years of experience in strengthening citizen security capacities and policies in Central America and will reinforce the results of previous interventions implemented by UNDP, Inter-American Development Bank (IADB), World Bank (WB) and other actors. The project will aim to create permanent national mechanisms for information collection and analysis and strengthen Central American Integration System (SICA) leadership and coordination role in the region.

The project will be executed by UNDP through the project's Regional Coordination Unit in El Salvador supported by national teams in El Salvador, Guatemala, Honduras and Panama¹. The project will take advantage of UNDP's presence and expertise in all countries of Central America and strong working relationships with key national and regional stakeholders in the target countries including SICA, USAID, other UN Agencies, national and regional civil society organizations and state institutions. The project will tap into the knowledge and technical support provided by UNDP regional policy and operation experts in the area of Citizen Security and Rule of Law, Crisis Prevention and Recovery, Democratic Governance, Gender, Capacity Development and Knowledge Management, South-South Cooperation, Monitoring and Evaluation and Communication.

The duration of this project is three years (September 2014 – August 2017). The proposed budget is \$12 million.

Justification for Direct Implementation

The Direct Implementation is advisable for the following reasons:

1. The project, which has a wide regional scope offering quality services to the Central American Region, will require an executing agency with the capacity to coordinate different components (capacity building, technical assistance and knowledge management products and services) and a wide array of governments, regional partners such as the Central American Integration System (SICA), national and international stakeholders, academic entities, universities and civil society organizations. In addition, the executing agency must have the capacity to mobilize resources and convene a wide variety of national and international stakeholders. This way the project will ensure a successful transfer of knowledge and capacities in the Central America region.
2. There is no other organization in the Latin American & the Caribbean Region and within the United Nations System that has the operational and technical capacity on Citizen Security to successfully implement the project and guarantee its expected results and impact. Moreover, the project requires an implementing agency with the ability to coordinate various internal UNDP stakeholders (regional technical teams and several country offices) and to convene a wide variety of national and international, public and civil society stakeholders and partners, including other UN Agencies and donors. The universal presence of UNDP in the region will allow coordination and the capacity to promote alliances and partnerships through its offices and focal points both in Central America and also among the whole Latin America and the Caribbean Region.

¹ The Support Unit (SU) in Panama will be in charge of national activities of the non-core priority countries, such as Costa Rica, Dominican Republic, Belize, Panama and Nicaragua. UNDP decided to locate the fourth STU support unit in Panama, to ensure better coordination with the UNDP Regional Service Center of UNDP in Latin America, which is located in Panama.



3. The project seeks to add value to and improve the effectiveness of UNDP technical assistance in the region. A regional approach is required to systematically synchronize lessons learned, methodologies and strategies, to develop permanent mechanisms for identification, systematization, analysis of lessons learned and to support national efforts for resources mobilization; benchmarking and facilitating the work of policy makers and country office programme units.
4. The Direct Implementation of the project provides an enabling policy and regulatory environment for direct service delivery so that it can meet emerging clients' demands for technical assistance and support in a wider range of circumstances. Combined with country office capacities, DIM implementation will enable the project to seek and secure new business opportunities, providing an effective mechanism to meet national demands and donor needs for quick response and implementation.
5. The Regional Center for Latin America and the Caribbean has the required experience to coordinate the regional project as demonstrated through its management of other regional projects.
6. Three countries (Guatemala, El Salvador and Panama) have already confirmed their acceptance of the project and signed the attached letters.

Consequently, we would appreciate your authorization under the DIM modality for the Regional Project "Evidence-Based Information Management for Citizen Security in Central America".

Attached documentation:

- Project Document which includes:
 - o Link to the Strategic Plan and the Regional Programme Document for LAC 2014-2017;
 - o Results and Resources Framework;
 - o Annual Work Plan 2014-2017;
 - o Risk Log;
- Letters of endorsement;
- Minutes from the Project Appraisal (PAC)

Approved: _____

A handwritten signature in black ink, appearing to read 'J. Faieta', is written over a horizontal line.

Date: _____

04 Apr / 14

Jessica Faieta
Director
Bureau for Latin America and the Caribbean
United Nations Development Programme